



INDIANA STATE BOARD OF EDUCATION

MEMORANDUM

To: Members, Indiana State Board of Education
From: Ron Sandlin, Senior Director of School Performance & Transformation
Date: November 1, 2017
RE: 2017-2018 School Quality Reviews - Scope of Work

The Indiana State Board of Education (“Board”) is responsible for determining the scope of the annual School Quality Review as outlined in IC 20-31-9-3. The Board also establishes the membership of the expert review team, while the Indiana Department of Education (“Department”) is authorized to conduct the review and draft the report.

In 2015, the General Assembly adjusted the intervention timeline, shortening the criteria for a School Quality Review from four consecutive F ratings, down to two. This shift has resulted in a significant increase in the number of qualifying schools and provided a catalyst to rethink how we approach this process.

School Quality Reviews Conducted by Year					
12/13	13/14	14/15	15/16	16/17	17/18
3	11	3	4	3	38

To accommodate for the expected increase, new legislation also provided the Board discretion as to whether or not to assign an expert team to conduct a review. As a result, the Board must establish a meaningful process to decide which schools will benefit from a review and assign an expert team.

Board staff have developed the following considerations to inform the selection of schools to receive a school quality review in 2017-2018:

1. All schools that have received four consecutive ‘F’ ratings will participate in the school quality review process.
2. Some schools within Indianapolis Public Schools (“IPS”) and Evansville/Vanderburgh School Corporation have participated in an internal review process. Board staff have closely monitored the process, participating in two of the reviews, and reviewing materials and processes for all others. Each corporation has committed to sharing these reports with the Board for review and ongoing evaluation. These schools will not receive an additional review.
3. The Board will not conduct any additional quality reviews in Gary Community School Corporation (“GCSC”) schools, rather the Board will defer to the emergency manager’s audit of school performance as per State law.
4. Schools in cohort 6 and cohort 7 of the federal school improvement grant (SIG) program will receive monitoring from IDOE, but no additional school quality review. Having recently conducted a comprehensive needs assessment and in the first years of implementation, these schools need time implement the approved plan.



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2017-2018 School Quality Reviews - Proposed List of Schools

CORPORATION NAME	SCHOOL NAME	CORPORATION NAME	SCHOOL NAME
Anderson Community School Corp (1)	Highland Middle School	Indianapolis Public Schools	James Russell Lowell School 51
Kokomo School Corporation (2)	Bon Air Middle School	Indianapolis Public Schools	Eleanor Skillen School 34
Kokomo School Corporation (2)	Bon Air Elementary School	South Bend Community School Corp	Harrison Primary Center (1)
Fort Wayne Community Schools	Bloomington Elementary School	South Bend Community School Corp	Brown Intermediate Center (1)
Fort Wayne Community Schools	Kekionga Middle School	South Bend Community School Corp	Dickinson Fine Arts Academy
Fort Wayne Community Schools	Merle J Abbett Elementary School	South Bend Community School Corp	Jackson Intermediate Center
M S D Wayne Township	North Wayne Elementary School	South Bend Community School Corp	Greene Intermediate Center
Marion Community Schools	John L McCulloch Junior High Sch	South Bend Community School Corp	Edison Intermediate Center
Michigan City Area Schools	Martin T Krueger Middle School	South Bend Community School Corp	Coquillard Primary Center
School City of East Chicago	William McKinley Elementary School	South Bend Community School Corp	Muessel Primary Center
Indianapolis Public Schools	Thomas D Gregg School 15	South Bend Community School Corp	Marquette Montessori Academy
Indianapolis Public Schools	Ralph Waldo Emerson School 58	<i>Lafayette School Corporation</i>	<i>Oakland High School</i>
Indianapolis Public Schools	Paul I Miller School 114	<i>M S D Decatur Township</i>	<i>Decatur Twp School for Excellence</i>
Indianapolis Public Schools	Clarence Farrington School 61		

The following schools are excluded from the 2017-2018 school quality review process based on the criteria outlined above:

CORPORATION NAME	SCHOOL NAME	CORPORATION NAME	SCHOOL NAME
Indianapolis Public Schools	James Whitcomb Riley School 43 (2)	Gary Community School Corp	Glen Park Acad for Excel in Lrn (3)
Indianapolis Public Schools	Washington Irving School 14 (2)	Gary Community School Corp	Daniel Hale Williams Elem Sch (3)
Indianapolis Public Schools	George S Buck Elementary School (2)	Washington Community Schools	Lena Dunn Elementary School (4)
Indianapolis Public Schools	Louis B Russell Jr School 48 (2)	Kokomo School Corporation	Pettit Park School (4)
Indianapolis Public Schools	H L Harshman Middle School (2)	Elkhart Community Schools	Pierre Moran Middle School (4)
Evansville Vanderburgh School Corp	McGary Middle School (2)		



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School Quality Review - Scope of Work

The school quality review (SQR) is a needs assessment meant to evaluate the academic program and operational conditions within an eligible school. The SQR will result in actionable recommendations for school and district leadership aligned to academic improvement and systems reform. The process is guided by a rubric aligned to the 8 Turnaround Principals.

The school quality review includes a pre-visit analysis and planning meeting, onsite comprehensive review, and targeted follow-up visits.

The pre-visit analysis & planning meeting is meant to gain a clear understanding of the focus areas of the school based on data from the state's A-F accountability system and other data collected by the Department. This analysis will guide a planning meeting with the school corporation prior to the comprehensive review. During the planning meeting, school and district leaders will meet with SBOE and/or IDOE staff to prioritize specific strands within the rubric for the visit.

The Comprehensive Review is a multi-day site visit facilitated by the TAT that includes, but is not limited to, instructional observations, stakeholder focus groups, and individual meetings with principals and district leaders. Guided by school improvement rubric based on the federal Turnaround Principles, the review team will evaluate programmatic and operational aspects of the school. Following the visit, the TAT will present concrete recommendations in the form of a final report.

Follow-Up Visit(s) will focus on the changes being implemented in the school based on feedback and recommendations from the TAT. These one-day site visits will focus on specific areas for improvement in an effort to monitor progress, provide access to resources and support, and ensure the school is able to effectively respond to the feedback provided. Schools will have the option to opt-in to the follow-up visits through the MOU with the Department.

Each school level diagnostic is facilitated by a Technical Assistance Team (TAT) comprised of educational experts. Teams will range from five to eight members and include at least one member from the Indiana Department of Education and a representative from the local community. Other members may include former and current teachers, school and district leaders, representatives from higher education, school board members, and special consultants or advisers. Team members will be strategically selected to best align their expertise to the context within which a school is operating, with particular attention being paid to diversity of thought and experiences among the team.



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Technical Assistance Teams - Membership

State law authorizes the Board to establish an expert team that must include representatives from the community or region the school serves, and may consist of school superintendents, members of governing bodies, and teachers from high performing school corporations, and special consultants or advisers. Additionally, the Board will partner with the following educational organizations to recruit Hoosier educators and expert advisors to participate in the School Quality Review:

- The Indiana Association of School Principals (IASP)
- Indiana Principal Leadership Institute (IPLI)
- The MindTrust
- Teach Plus Indiana
- Marion University

The Board will partner with expert instructional consultants that support school quality reviews across the state. With the recent shift to more rigorous college and career ready standards, these reviews will have an enhanced focus on planning and instruction to help the school better align their academic program to the rigor of the new standards.

TAT members will receive training to ensure they understand the purpose of the visit and the individual roles of each team member. The training will consist of, at a minimum, the establishment of shared norms, training on the rubric used to guide the review, and competency and awareness training meant to ensure all members have a keen understanding of self as a member of a state-led review team.

Each team will be led by an Indiana Department of Education staff member that will be responsible for:

- Managing communication with team members throughout the process
- Collecting required documentation from school
- Providing team members with data for each school: school report card, accountability reports, School Improvement Plan, Disaggregated Performance Data, etc.
- Participating in pre-visit meeting with school and district leadership.
- Finalizing daily schedule for the comprehensive review (two-day site visit)
- Arrange for hotel and ensure space is dedicated to team for visit at school
- Collaborate and confirm with the school to ensure arrangements are clearly communicated
- Collecting and aggregating feedback and observations from the team throughout the visit
- Sending draft report to the school for technical review, and the final report once complete
- Prepare an update for the SBOE and present findings for each school



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Preparation and training will be finished by the end of 2017 and school visits will begin starting in January, 2018.

October, 2017

- **School Quality Review Notifications:** SBOE provides notification to every school that will receive a quality review during the 2017/2018 school year.

November, 2017

- **Virtual Orientation:** A virtual orientation/information session will be recorded and shared with all school and district leaders who will participate in the school quality review process. This session will cover the SQR process and the steps schools can take now to best prepare for the visit.
- **Pre-Visit Planning Meetings:** Throughout the month of November, members of the IDOE school improvement team and SBOE staff will conduct pre-visit planning meetings with each school to better understand their priorities for school improvement.

December, 2017

- **Pre-Visit Planning Meetings:** Throughout the month of November, members of the IDOE school improvement team and SBOE staff will conduct pre-visit planning meetings with each school to better understand their priorities for school improvement.
- **Technical Assistance Team Training:** All individuals who will participate on one or more of the expert teams across the state will participate in a mandatory training session. As a result of this session, TAT members will better understand the purpose and expectations of the review, the values and principles that underline the entire process, and receive performance data and qualitative information about their assigned school(s).

January – April, 2018

- **Comprehensive Reviews:** Site visits will occur throughout the second semester with the goal of finishing prior to the ISTEP Part 2 assessment window. Within two weeks following the review, each school will receive a draft version of the report that includes concrete recommendations for school improvement. Each school will have a chance to review the report to provide technical or factual corrections before it is published.



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The total cost of all school quality reviews reflects the price of travel, lodging, food, and expert consultants.

Hotel: \$100 per night x 2 nights x 8 team members x 29 schools = **\$46,400**

Meals: \$26.00 state rate per day x 3 days x 8 team members x 29 schools = **\$19,096**

Car/Mileage: \$30.00 state rate (car) x 3 days x 8 team members x 29 schools = **\$20,800**

Substitutes for Teachers: Teachers serving on the SQR Team should also be eligible for Professional Growth Points ~ **\$11,600**

Expert Consultants: Strengthen instructional feedback related to college and career ready standards ~ **\$110,000**

Estimated Total: \$208,000

**Total travel expenses may be less based on lodging and travel needs for local educators not needing a car; however, lodging may still be needed due to the scope of work being completed each evening following a visit.